

Comp Plan Update- Chapter 3

Planning Commission Work Session

September 3, 2019

Updated 9-17-19

Updated 10-10-19



Winchester
Virginia

Chapter 3

VISION, PRINCIPLE, GOALS & OBJECTIVES

CURRENT CITY VISION STATEMENT IN COMP PLAN:

*To provide a safe, vibrant, sustainable community while striving to constantly improve the **quality of life for our citizens and economic partners.***

NOTE: This is actually the Citywide MISSION STATEMENT (Not Vision Statement)

POSSIBLE ADJUSTMENT TO LANGUAGE AS A MISSION STATEMENT:

*To provide a safe, vibrant, sustainable community while striving to constantly improve the **quality of life for our citizens and BUSINESS CLIMATE FOR OUR economic partners.***

Chapter 3

VISION, PRINCIPLE, GOALS & OBJECTIVES

CURRENT **VISION** STATEMENT in CITYWIDE STRATEGIC PLAN as well as ECONOMIC STRATEGIC PLAN:

To be a beautiful, vibrant city with a historic downtown, growing economy, great neighborhoods with a range of housing options and easy movement.

NO ADJUSTMENTS PROPOSED TO THIS VISION STATEMENT (but insert it into Comp Plan Chapter 3):

OVERARCHING **PRINCIPLE**- SUSTAINABILITY

- Economic
- Environmental
- Social

Chapter 3

VISION, PRINCIPLE, GOALS & OBJECTIVES

Quality of Life Values

- EDUCATION- Highly educated citizenry
- PROSPERITY- Economic opportunities and prosperity
- DIVERSITY- Vibrant, age diverse population that is properly served
- STEWARDSHIP- Environmentally sustainable
- PURSUIT OF HAPPINESS- Enhanced environmental, natural, recreational & cultural opportunities
- HERITAGE, CONTEXT- Preservation of historic, Architectural & cultural resources
- SHELTER- Neighborhood preservation, **Affordable housing, New housing**
- SAFETY- Safety
- EFFICIENCY- Convenience, Mobility
- ORDER- Diverse land use, **Redevelopment**
- CIVIC INVOLVEMENT- Engaged public, **Social sustainability**

Chapter 3

VISION, PRINCIPLE, **GOALS** & OBJECTIVES

Quality of Life Values

Education

Prosperity

Diversity

Stewardship

Pursuit of Happiness

Heritage/Context

Shelter

Safety

Efficiency

Order

Civic Engagement

Goal Headings

Education

Economic Development

Health and Human Services

Environment, Public Utilities

~~Parks and Recreation~~ , Culture

Design

Housing

Public Safety

Mobility

Land Use

Communication

Chapter 3

VISION, PRINCIPLE, GOALS & OBJECTIVES

DESIGN

GOAL: *Promote architecturally appealing and walkable urban form while also respecting significant historic identity, image, and integrity ~~to constantly improve the quality of life for those visiting, working, and living in the City.~~*

OBJECTIVES:

1. Employ New Urbanism Principles in new development and redevelopment including:
 - Pedestrian- and bicycle-friendly road design
 - Interconnectivity of new local streets w/ existing local streets
 - Connectivity of road and pedestrian networks
 - Preservation of natural areas
 - ~~• Satisfaction of requirements for stormwater management~~
 - Mixed-use neighborhoods, including mixed housing types
 - Reduction of front and side yard building setbacks, and
 - Reduction of street widths and turning radii at intersections

Chapter 3

VISION, PRINCIPLE, GOALS & OBJECTIVES

DESIGN

GOAL: *Promote architecturally appealing and walkable urban form while also respecting significant historic identity, image, and integrity ~~to constantly improve the quality of life for those visiting, working, and living in the City.~~*

OBJECTIVES (continued):

2. Protect significant public and private architectural and historic resources in the City.
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3. Guide the physical form of development along key tourists entry corridors leading in to the City's core historic district by utilizing a combination of standards and guidelines.
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4. Ensure that all new development in the City is of a high quality regardless of use.
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5. Pursue green building techniques (e.g. LEED certifiable) on major public construction projects and provide incentives for private development to also do so.
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6. Encourage the use of Universal Design building techniques to meet the needs of all residents.

Chapter 3

VISION, PRINCIPLE, GOALS & OBJECTIVES

ECONOMIC DEVELOPMENT

GOAL: Facilitate proactive and sustainable economic development that maximizes economic partnerships ~~to improve the quality of life through increased earned income and prosperity for our citizens.~~

OBJECTIVES:

1. Increase sales tax revenue accruing to the City and taxable land uses.
2. Increase Median Household Income of City residents ~~and~~ increase income levels of all employable citizens.
3. Raise the average income ~~salary/hourly rate~~ of jobs in Winchester.
4. Inventory buildings, properties, and areas of the city with underutilized potential.
5. Identify and facilitate new infrastructure development to enhance and stimulate commercial development.
6. Protect the vitality of Winchester Medical University, Shenandoah University, and other key employers.

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VISION, PRINCIPLE, GOALS & OBJECTIVES

ECONOMIC DEVELOPMENT

GOAL: *Facilitate proactive and sustainable economic development that maximizes economic partnerships ~~to improve the quality of life through increased earned income and prosperity for our citizens.~~*

OBJECTIVES (continued):

6. Work with owners and investors interested in developing properties in the city.
7. Solicit interest in the community by prospective new businesses.
8. Make property owners, developers and prospective new businesses aware of financing **and incentive** options available.
9. Proactively redevelop property where needed to achieve maximum sustainable potential.
10. Preserve the vitality of the downtown as a major economic center.
11. ~~Increase income levels of all employable citizens in order to facilitate improved prosperity and quality of life.~~ *Note: Maybe merged this objective in with Objective #2*
- 12-???. New objectives identified in the 2018 Economic Strategic Plan

ECONOMIC MASTER PLAN

Pillar 1

Goal: Winchester is a reflection of the abundant talents of its residents.

- 1.1 Increase availability and awareness of resources for developing talent and ideas.
- 1.2 Support a variety of career paths for the residents of Winchester.
- 1.3 Build excitement and pride for the future vision of Winchester among internal audiences.

Pillar 2

Goal: Winchester is a collaborative community with an abundance of character.

- 2.1 Invest in high quality assets that enhance the community's character.
- 2.2 Focus on ways to better connect the city and its major institutions.
- 2.3 Work together to communicate Winchester's unique assets to external audiences.

Pillar 3

Goal: Strong, diverse businesses enhance the vibrancy of Winchester.

- 3.1 Recruit and grow industries that enhance the community's character.
- 3.2 Unify the local business community.
- 3.3 Ensure the city's hospitable nature is reflected in its support for businesses of all sizes.

WINCHESTER'S TARGET INDUSTRIES



HEALTHCARE

Ambulatory Care
Biomedical Research



BUSINESS & PROFESSIONAL SERVICES

Management, Finance &
Administrative Support

Software, IT &
Cybersecurity

LIFESTYLE & ADVENTURE

Experiential Retail,
Recreation & Tourism

Artisanal Agriculture



Chapter 3

VISION, PRINCIPLE, GOALS & OBJECTIVES

- **EDUCATION**

- **GOAL:** *Constantly improve the level of educational attainment for all citizens, regardless of age and socioeconomic background, so that they can realize their full potential.*

- **OBJECTIVES:**

- 1. Ensure support of a rigorous and relevant education for all City public school students demonstrated by readiness for post-secondary education or career entry.
 2. Maintain a world-class public school division which exceeds all State and Federal benchmarks relating to student achievement.
 3. Increase the percentage of citizens with a post-high school graduation education and participation in track-based education.
 4. Promote life-long learning as a means for improving the quality of life for all citizens by developing career opportunities to increase income potential.

Chapter 3

VISION, PRINCIPLE, GOALS & OBJECTIVES

- **ENVIRONMENT**

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- GOAL: *Proactively improve environmental sustainability and reduce impacts on the natural environment.*
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- OBJECTIVES:

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- 1. Reduce the City's carbon footprint and overall environmental impact on air quality by looking at the way City business is conducted on a daily basis and also encouraging residents and the business community to do their part ~~in order to create a more sustainable and responsible community.~~
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- 2. Develop a more environmentally sustainable approach to handling urban stormwater runoff resulting in less detrimental impacts on downstream areas.
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- 3. Preserve healthy, mature trees and preserve and restore sensitive wetland areas.
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- 4. Undertake riparian measures to address the causes of pollution contributing to the State designation of certain City waterways as "impaired waters."
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- 5. Pursue changes to development regulations to encourage the use of environmentally friendly site improvements such as pervious paving and 'Green' building techniques.

Chapter 3

VISION, PRINCIPLE, GOALS & OBJECTIVES

- **ENVIRONMENT**

- GOAL: *Proactively improve environmental sustainability and reduce impacts on the natural environment.*

- OBJECTIVES (continued):

- 6. Discourage new development within identified floodplain fringe areas and mitigate the impacts of existing development within mapped floodways.

- 7. Increase the rate of recycling and reuse while seeking new markets for recyclable materials and decreasing the waste stream to the landfill.

- 8. Work with the private sector as well as federal and state agencies to remediate brownfield sites, including railroad properties, within the City.

- 9. Promote an increase in the City's urban tree canopy.

- 10. Work with surrounding jurisdictions as well as federal and state agencies to (a) monitor air and water quality, and (b) address regional environmental issues such as air quality, water quality, and solid waste management.

- 11. Reduce the exposure of the public to hazardous environmental conditions.

Chapter 3

VISION, PRINCIPLE, GOALS & OBJECTIVES

- **HEALTH AND HUMAN SERVICES**

- **GOAL:** *Ensure a higher level of social sustainability by providing basic health and human service resources that promote greater economic independence and healthy lives for a diverse and changing population.*

OBJECTIVES:

1. Assist persons and families overcome poverty, abuse and neglect.
2. Stem the **growing** rate of teen pregnancy **and substance abuse** in Winchester.
3. Ensure that the health and human needs of the local population are adequately served.
4. Facilitate aging in place among older populations while providing opportunities and places for civic engagement and social life.
5. **Increase opportunity for child care for younger populations.**
6. Promote a regional fair-share approach to meeting human service needs **in the interest of social sustainability**

Chapter 3

VISION, PRINCIPLE, GOALS & OBJECTIVES

HOUSING

GOAL: *Provide opportunities for vibrant, high quality, mixed-income, higher density housing of a diverse range in suitable living environments while preserving stable single-family neighborhoods in order to facilitate economic and social sustainability.*

OBJECTIVES:

1. Increase the appreciation rate of City home values.
2. Provide opportunities for and produce effective action items to produce new mixed-income and mixed dwelling-type residential use in higher density settings that incorporate the quality design principles of New Urbanism.
3. Facilitate the rehabilitation of existing substandard housing units in suitable living environments while maintaining and preserving the existing character of vibrant residential neighborhoods designated in this Plan.
4. Actively pursue code enforcement to eliminate blight and undue overcrowding in residential areas to improve the quality of housing stock.

Chapter 3

VISION, PRINCIPLE, GOALS & OBJECTIVES

- **HOUSING**

- **GOAL:** *Provide opportunities for vibrant, high quality, mixed-income, higher density housing of a diverse range in suitable living environments while preserving stable single-family neighborhoods in order to facilitate economic and social sustainability.*

- OBJECTIVES (continued):

- 5. Increase homeownership opportunities for and population of first-time home buyers.
- 6. Promote decent affordable housing, particularly to serve targeted populations such as young professionals, college students and empty nesters ~~retirees~~.
- 7. Ensure equal opportunity in housing.
- 8. Pursue means of recovering the costs of impacts associated with multi-family rental properties through alternative tax assessment approaches.
- ~~9. Discourage the conversion of single family detached units to multi-family rental units.~~

Chapter 3

VISION, PRINCIPLE, GOALS & OBJECTIVES

- **LAND USE**

- **GOAL:** *Guide the physical development of the City in a sustainable manner that preserves vibrant, livable neighborhoods and also encourages ~~compact~~ mixed use development to meet the needs of a changing population.*

- **OBJECTIVES:**

1. Incentivize the construction of ~~compact~~, new mixed use projects as a viable reuse of obsolete ~~strip~~ commercial and industrial properties.
2. Provide the citizens of the community with a healthy, attractive and safe physical environment which includes convenient access for all modes of transportation.
3. Facilitate the rehabilitation of existing substandard housing units and the construction of new housing units in order to attract new ~~higher income~~ residents so that Winchester residents are provided with a decent home in a suitable living environment while maintaining and preserving the existing character of vibrant residential areas designated in this plan

Chapter 3

VISION, PRINCIPLE, GOALS & OBJECTIVES

LAND USE

GOAL: *Guide the physical development of the City in a sustainable manner that preserves vibrant, livable neighborhoods and also encourages compact mixed use development to meet the needs of a changing population.*

OBJECTIVES (continued):

4. Provide a range of commercial facilities which incorporate a mix of retail, service and office facilities, properly served by access through the transportation system, and offer selection of consumer goods (especially grocery stores offering healthy foods), and viable growth potential.
5. Develop a diversified, sustainable industrial base at appropriate locations which are accessible to transportation facilities, convenient to the workforce, and in harmony with other community development and which attract higher income workers that contribute to the general betterment of the community.
6. Locate public land uses in locations that enhance the livability of the City and facilitate the placement of institutional uses in locations that support the social, spiritual, and health needs of the community.
7. Minimize ~~Reduce~~ the conversion of taxable property to non-taxable land uses or ensure that payments in lieu of taxes are provided to cover the expense of city services such as public safety.

Chapter 3

VISION, PRINCIPLE, GOALS & OBJECTIVES

- **MOBILITY**

- **GOAL:** *Create and maintain a safe, efficient, and environmentally sustainable mobility and transportation network that is interconnected, multi-modal, and that facilitates walkable urban land use patterns less dependent upon personal vehicle use.*

- **OBJECTIVES:**

- 1. Encourage the use of alternate modes of mobility including walking, bicycling and public transportation by all sectors of the population to reduce the dependency upon private automobile use.
- 2. Alter conventional street standards especially in mixed use and planned residential developments by encouraging New Urbanistic layouts of interconnected grid streets.
- 3. Employ access management and consider use of roundabouts to provide for traffic calming and improved safety.
- 4 Expand and improve general aviation, air cargo, and air passenger operations at the Winchester Regional Airport.

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VISION, PRINCIPLE, GOALS & OBJECTIVES

MOBILITY

GOAL: *Create and maintain a safe, efficient, and environmentally sustainable mobility and transportation network that is interconnected, multi-modal, and that facilitates walkable urban land use patterns less dependent upon personal vehicle use.*

OBJECTIVES (continued):

5. ~~Support the resumption of rail passenger service to Winchester. Prepare for safe integration of semiautonomous and autonomous vehicle operations.~~
6. Increase safety on thoroughfare streets and bike and pedestrian trails city-wide and where they cross railroad tracks and consider grade-separated crossings.
7. Pursue limited construction of new thoroughfares and widening of existing thoroughfares as shown in the Win-Fred MPO Long Range Transportation Plan.
8. Employ a hierarchy of three functional street categories which maximize safety, traffic flow, and travel time. ~~including thoroughfare streets for major traffic movements through and within the community at higher speeds; collector streets to channel major traffic movements into and out of separate areas of the community at moderate speeds; and, local streets to provide access to individual properties at lower speeds.~~

Chapter 3

VISION, PRINCIPLE, GOALS & OBJECTIVES

MOBILITY

GOAL: *Create and maintain a safe, efficient, and environmentally sustainable mobility and transportation network that is interconnected, multi-modal, and that facilitates walkable urban land use patterns less dependent upon personal vehicle use.*

OBJECTIVES (continued):

9. Encourage the growth and sustainability of the urbanized area of the City by providing adequate and convenient parking and a comprehensive system of sidewalks and walking paths.
10. Investigate the needs for multimodal transfer facilities.
11. Work closely with Frederick County and Stephens City to extend public transportation between the City and destinations such as Lord Fairfax Community College, DMV, the Employment Commission/Job Training office, and the regional detention facilities as well as urbanizing areas of the County and Town.
12. Promote Telecommuting as an alternative to commuting to work.

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VISION, PRINCIPLE, GOALS & OBJECTIVES

PARKS & RECREATION

GOAL: *Develop, provide, and maintain quality recreation opportunities at multiple park and open space facilities to meet the growing active and passive recreation and fitness needs of our diverse community.*

OBJECTIVES:

1. Develop quality active recreational facilities that meet the growing recreational and fitness needs of all age groups, particularly those helping to address the growing national health concerns related to obesity and those identified as critical needs in the [Needs Assessment included in the City Parks & Recreation Master Plan](#).

2. Establish a linked system of passive recreational and natural open space that provides safe opportunities for walking, jogging, running, and biking while also preserving environmentally sensitive natural areas.

3. Provide quality recreational programs that meet the growing needs of our diverse community through a commitment to dedication, community focus, teamwork, diversity, and integrity.

4. Ensure that existing and new residential development has reasonable proximity to neighborhood parks as well as convenient bike and pedestrian access to trails in open space areas.

5. Preserve the existing parks.

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VISION, PRINCIPLE, GOALS & OBJECTIVES

- **PUBLIC SAFETY**

- **GOAL:** *Achieve a community where people feel safe and are comfortable engaging in a full range of community life.*

- OBJECTIVES:

- 1. Provide the highest quality of police, emergency preparedness, communications, and fire and rescue services available, with properly-trained personnel who are prepared for a wide variety of emergencies, and who serve the community in an effective and coordinated manner.
- 2. Improve the quality of life for all people by preventing crime through enforcement of the law, creation of partnerships through communication and education, and problem-solving using innovative policing strategies.
- 3. Continually improve emergency preparedness and hazard mitigation efforts to ensure restoration of City services and normal enjoyment of life following a natural or manmade disaster.
- 4. Encourage CPTED (Crime Prevention Through Environmental Design) practices.
- 5. Mitigate and improve blighted properties.

Chapter 3

VISION, PRINCIPLE, GOALS & OBJECTIVES

- **PUBLIC UTILITIES (Water & Sanitary Sewer)**

- **GOAL:** *Provide capacity for safe drinking water and wastewater treatment sufficient to serve current and future needs of the City.*

- **OBJECTIVES:**

1. Ensure that the environmental quality of the drinking water produced and wastewater treated is in full accordance with the rigorous standards established by the Virginia Department of Health, Virginia Department of Environmental Quality and the United States Environmental Protection Agency to assure safety to the consumer and the environment.
2. Identify and fund necessary infrastructure improvements that increase water capacity and reduce water system loss on a system wide basis in order to support current and future needs associated with economic expansion and increased residential density.
3. Work with Frederick County to address water capacity and supply issues